Program Description

Every institute of higher education has layers of management that it relies upon to implement and execute strategic plans, make effective decisions, guide and develop others, and enable and support performance. The Supervisors Institute focuses on the first level of leadership: the frontline supervisor. Common traits of the most successful supervisors include effective communication, supporting the development of their team members, and creating a supportive work environment. The modules in this Institute will provide a framework and foundation of core knowledge and skills to be successful in planning and assigning work, coaching and mentoring, and motivating others.

Institute Goals

- Develop or further develop the practical skills and competencies of supervisors
- Provide conceptual frameworks for performing the more difficult roles of supervision
- Create consistent supervisory practices throughout the College of William and Mary
- Enhance individual, team, and department performance
- Establish a network of colleagues and a cache of resources to support W&M supervisors
Kick-off Breakfast

Overview

The kick-off breakfast is a “meet and greet” with a purpose.

Introduction

Participants will be introduced to each other, the course materials, and some of the presenters. Activities done during this session will serve as content material for other sessions later in the Institute. While it is more informal, it is still a required session.

Module 1: SuperView

Overview

Supervision is the process of managing functions that achieve unit and College goals and enhance the performance of staff.

Introduction

The SuperView module provides a super (over)view of roles and responsibilities of the William & Mary supervisor. It begins the practice of essential skills and competencies which will be built upon throughout the remaining modules. Supervisors will be able to identify their own strengths, weaknesses, and leadership styles through the 360 assessment. In this module, throughout the course, and beyond, supervisors will be encouraged commit to specific steps to enhance their professional development. A fun, interactive session on “need-to-know” information will get supervisors moving to a new level of competency.
Module 2: Communication at Work

Overview
Supervisors are called to communicate a wide variety of information, from safety precautions, to new policies and procedures, to work schedules and tasks. They are also the point person to resolve conflicts, ensure everyone in the workplace has an equal voice, and maintain positive work relationships – within and across departments. Enhancing and honing effective communication skills helps supervisors accomplish many other parts of their role.

Introduction
The module begins with a review of communication basics and moves quickly to various ways supervisors can improve the effectiveness of our communication. Higher level skills such as creating an inclusive work environment and holding crucial conversations will be covered.

Module 3: Building the Team

Overview
Building an effective work team requires a lot of forethought, thinking, and planning. Various tools and resources will be provided for supervisors to use in training and preparing workers once they have been hired.

Introduction
Supervisors also need to be familiar with the processes for onboarding, training, and coaching a new employee. Teams need to be built and rebuilt with every change of staff. Another look at handling conflict in the workplace will be presented in this module.
Module 4: Performance Management

Overview

At the College of William & Mary, employee performance management is a process for establishing a shared understanding, among the workforce, about what is to be achieved at the unit level. Performance goals need to align College and unit objectives with the employees’ performance measures, which include skills, competency requirements, development plans, and achieved results. Supervisors must emphasize performance improvement and employee development to achieve the overall business strategy. Cultivating a high performance culture within the College is the role of a supervisor.

Introduction

Performance Management begins with establishing performance standards, communicating them clearly, and providing feedback on a continual basis. Performance evaluations, goal setting, and professional development of employees are crucial supervisory skills. Supervisors also need to know and be able to implement informal and formal progressive discipline according to W&M policies in the discipline process. Finally, supervisors need to understand the promotion and retirement processes and the impacts of these events on their work unit.

Module 5: Leading with Values

Overview

Highly productive work environments with high morale don’t happen by accident. Supervisors must employ a variety of skills and techniques to help their employees feel valued and motivated to bring their best to work every day. Employees need to know that they matter and that the work they are doing is contributing to the goals of the work unit and the College of William & Mary.

Introduction

Leading people takes skill and practice. Doing it from a values-based leadership perspective makes the job a little easier. Understanding your values and how values may differ within a unit will provide a better basis for supervising a diverse workforce. A review of previous skills and concepts will be covered in this module.